



FOR YOUTH DEVELOPMENT®
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY



FOR A BETTER US

BUILDING TOMORROW TOGETHER

2025 - 2028 Association Strategic Plan
YMCA OF CENTRAL NEW YORK

INSPIRED

by our vision

Together, we will build a stronger Y that empowers our people, strengthens our purpose, enhances our programs and places, and secures our future.

Our strategic plan is not just a roadmap— it's a **promise.** A promise that we will continue to lead with our values of caring, honesty, respect, and responsibility. It's a commitment to the individuals and families who look to us for support, guidance, and connection.

GROUNDDED

in our mission

To put Christian principles into practice through programs that build healthy spirit, mind, and body for all.

GUIDED

by our core values

CHARACTER VALUES

These values are often reflected in the programs offered by the YMCA, which focus on youth development, healthy living, and social responsibility.

CARING
HONESTY
RESPECT
RESPONSIBILITY

CARING

Showing
Sincere Concern
For Others



HONESTY

Being Truthful
In What You
Say And Do



RESPECT

Treating People
The Way You Want
To Be Treated



RESPONSIBILITY

Being Accountable
For Your Promises
And Actions



our **AREAS OF IMPACT**

FOR YOUTH DEVELOPMENT



FOR HEALTHY LIVING



FOR SOCIAL RESPONSIBILITY



our North Star **OPERATIONAL EXCELLENCE**

To strengthen the communities we serve, we must align our resources – **people, programs, places, and purpose** – with the most critical community needs with the aim of expanding our reach and increasing our impact with a focus on: Service, Belonging, Accountability, and Trust.

our REACH

1 Northwest Family YMCA

8040 River Road
Baldwinsville, NY 13027
315.303.5966

Van Buren Elementary, Baldwinsville
McNamara Elementary, Baldwinsville
Elden Elementary, Baldwinsville
Palmer Elementary, Baldwinsville
Reynolds Elementary, Baldwinsville

2 North Area Family YMCA

4775 Wetzel Road
Liverpool, NY 13090
315.451.2562

Cicero Elementary, Cicero
YMCA Early Learning Center, Liverpool
Allen Road Elementary, North Syracuse
Bear Road Elementary, North Syracuse

3 Southwest YMCA

Onondaga Community College
4585 West Seneca Turnpike
Syracuse, NY 13215
315.498.2699

Cherry Road Elementary, Syracuse
Walberta Elementary, Syracuse

4 Downtown Syracuse YMCA

Heffernan Elementary, Marcellus
Onondaga Road Elementary, Syracuse
Syracuse Latin Elementary, Syracuse

Arts & Education Branch

Roxboro Elementary, Mattydale
Roxboro Middle School, Mattydale
Roberts Elementary, Syracuse
McKinley-Brighton Elementary, Syracuse
Syracuse Latin Elementary, Syracuse
Van Duyn Elementary, Syracuse
Kirk Park, Syracuse
Schiller Park, Syracuse
Magnarelli Center, Syracuse
Syracuse University, Syracuse

340 Montgomery Street
Syracuse, NY 13202
315.474.6851

5 Hal Welsh East Area Family YMCA

200 Towne Drive
Fayetteville, NY 13066
315.637.2025

Woodland Elementary, East Syracuse
Minoa Elementary, Minoa
Fremont Elementary, East Syracuse
East Syracuse Elementary, East Syracuse
Immaculate Conception Church, Fayetteville

6 Day Camp Evergreen

4795 Sweet Road
Manlius, NY 13104
315.637.6436 (Jun - Aug)

7 Manlius YMCA

140 West Seneca Street
Manlius, NY 13104
315.692.4777

Burton Street Elementary, Cazenovia



our commitment to **COMMUNITY**

As a trusted non-profit in the Central New York region, the YMCA of Central New York strengthens community through our three areas of impact: Youth Development, Healthy Living, and Social Responsibility.

We are able to most effectively address the needs of our community when we show up as a **leader, partner, or convener.**



— our commitment to — **DIVERSITY, EQUITY, INCLUSION, AND BELONGING**

The YMCA of Central New York comprises people of all ages and from every walk of life working side-by-side to strengthen our communities. Together we work to ensure that everyone, regardless of ability, age, cultural background, ethnicity, faith, gender, gender identity, ideology, income, national origin, race, sexual orientation, body type/shape, physical and mental well-being, and any other dimensions of diversity has the opportunity to reach their full potential with dignity. This is what we mean when we say we are **FOR ALL**. Our core values are caring, honesty, respect, and responsibility – they guide everything we do.



STRATEGY SCREEN

1

How does this align with our mission, vision, and current strategy?

2

How does this impact the community's perception and awareness of the Y?

3

How does it measurably meet existing or unmet needs of the staff, volunteers, and members of our community?

The YMCA of Central New York Strategy Screen includes criteria that we will use to determine if a particular strategy or decision is consistent with our identity and values.

4 Do we have the capacity, finances, staff, expertise, and other resources to support?

5 How does it impact our current commitments and deliverables?

6 How do we sustain it at a quality level?

our STRATEGIC PRIORITIES

OUR PEOPLE

VISION

Strengthen our community by building a culture where everyone can thrive, grow and belong a while making an impact on the community.

Our staff, volunteers, and members are the lifeblood of the YMCA. A strong commitment to supporting and developing our team means we will be better equipped to serve you, our community, and each other. By fostering a positive, inclusive culture, we ensure that everyone has the opportunity to grow and thrive.

STRATEGIES

1. Build a culture that supports innovation and belonging within the organization where staff, volunteers, and members will be empowered to think creatively.
2. Recruit, retain, engage, and develop all people to effectively lead our teams and contribute to our diverse and inclusive culture.
3. Increase our impact by inspiring and connecting volunteers, staff, and members to opportunities to serve others within our organization and community.

MEASURES OF SUCCESS

- Employee satisfaction
- Board Member satisfaction
- Volunteer satisfaction
- Membership satisfaction
- Number of volunteers
- Number of volunteer opportunities executed
- Employee Retention

OUR PURPOSE

VISION

Strengthen our community by deepening community connections through collaborations and partnerships that will serve more people with intentionality.

Our mission is what drives everything we do. It's important that we align our strategic goals with critical needs of the community, focusing on youth development, healthy living, and social responsibility. This plan will allow us to better meet those needs and extend our reach in ways that matter most.

STRATEGIES

1. Build intentional and collaborative partnerships with community-based organizations to address community needs.
2. To be a leader in our communities by creating opportunities and providing access for all.
3. Be a convener and catalyst to elevate services in the community that maximize collective impact and address the most pressing needs.
4. Elevate the YMCA brand by telling our story to deepen the community's understanding and awareness of our mission, vision, and strategic goals.

MEASURES OF SUCCESS

- Number of community partners
- Number of community events the YMCA engages in
- Number of organizations the YMCA convenes for events and programs
- Number of individuals served
- Number of individuals receiving financial assistance
- Dollar amount given in financial assistance
- Number of earned media stories
- Engagement with our stories on digital platforms

OUR PROGRAMS & PLACES

VISION

Strengthen our community by enhancing and improving the Y's programs and services through an organization-wide commitment to quality and innovation.

The program and services we offer and the spaces to which we deliver them must continue to evolve to meet the changing needs of our members and community. Through innovation and improvement, we will strengthen our program offerings and optimize our facilities to ensure that everyone has access to the life-changing opportunities the YMCA provides.

STRATEGIES

1. Assess and expand programs to ensure that critical community needs are being addressed and leading practices are being followed.
2. Optimize and reinvest in our physical assets to ensure our places and spaces are accessible and available to all.
3. Create programs and opportunities to enhance the YMCA experience.

MEASURES OF SUCCESS

- Number of programs expanded
- Number of new programs and services
- Capital projects executed
- Net Promoter Scores
- Program enrollment growth
- Membership Unit and individual growth
- Membership revenue growth
- Membership retention



OUR FUTURE

VISION

Strengthen our community by ensuring long-term sustainability and continuous growth through innovative strategies, partnerships/collaborations, and financial health.

We must ensure that the YMCA remains a vital resource for generations to come. Financial sustainability and strategic innovation are key to ensuring we can continue to serve our community, expand our impact, and meet future challenges.

STRATEGIES

1. Diversify revenue streams by expanding fundraising, grants, corporate sponsorships, and other philanthropic efforts while ensuring long-term sustainability through growing our endowment fund.
2. Foster a culture of innovation that leverages data to achieve operational excellence and cutting-edge programs.
3. Expand our footprint by evaluating and acting on new and expanding opportunities that increase our impact and mission to serve more.
4. Ongoing **Real-Time Strategic Planning** to adapt swiftly to new opportunities or challenges.

MEASURES OF SUCCESS

- Grant Revenue Growth
- Annual Campaign Growth
- Sponsorship Growth
- Zipcode Data
- Net Promoter Scores
- Number of new programs executed
- New opportunities considered
- New opportunities committed to
- Increase in number of individuals served



For a better us.®



YMCA OF CENTRAL NEW YORK

Arts & Education Branch | Downtown YMCA | East Area Family YMCA
Manlius YMCA | North Area Family YMCA | Northwest Family YMCA
Southwest YMCA at Onondaga Community College

ymcacny.org